

IMPLEMENTATION STRATEGIES

Jorgensen's implementation of project ramp-up approach includes two key parts; The mobilization team and mobilization plan.

1. MOBILIZATION TEAM

This mobilization team is lead by our Jorgensen Effectiveness Efficiency and Productivity (JEEP) Team and composed of Jorgensen Managers with extensive experience in project mobilization(s) including; road patrol crews, road maintenance, and comprehensive roadway service patrol programs. This team serves to facilitate successful project ramp up through performing the following global needs of any project ramp up:

RAMP UP NEEDS. The below are the phases of any mobilization period. These phases are led by our JEEP Team.



Within the design of the RAM program the mobilization team focuses on four task categories that serve the following functions:

- » **MOBILIZATION TASK CATEGORY "PROGRAM MANAGEMENT"**. Overall mobilization undertakings including the development of mobilization plan and program deliverables, mobilization schedule, and distribution of responsibilities activities to

ensure seamless project ramp up. The key tasks include: initiation of performance metrics, patrol route design, dispatch system integration, inter-agency communication management, operator/dispatch standard operating procedures (SOP's), fleet design, staffing plans, and overall project strategy

- » **MOBILIZATION TASK CATEGORY "CONTRACT MANAGEMENT"**. Administrative aspects of the RAM program including design of: dispatch schedules, billing requirements, shift schedules, vendor agreements for fleet operations, interfacing requirements with GDOT administrative needs, fleet procurement, staffing interviews, and manuals/plans development
- » **MOBILIZATION TASK CATEGORY "TRAINING AND SAFETY"**. Technical, safety, and administrative training for project staff: NIMS, TIM, incident management, CPR/ First Aid, Working Safety at Night, RAM SOP training, safe fueling practices, communication protocol training, and natural disaster response.
- » **MOBILIZATION TASK CATEGORY "ADMINISTRATION SYSTEMS AND IT"**. Staffing development, hiring policies, recruiting events, payroll structures, shift-time reporting procedures, and administrative policies. Technical services including; JAMMS, phone networking systems, dispatching electronic systems, radio systems, GPS integrated software, technical training, incident management data analysis systems, e-messaging systems, smart phone and tablet technology, and desktop hardware requirements.

This mobilization teams is partnered with the full-time project operation team as illustrated in the graphic on the next page to facilitate project ramp-up. Upon successful RAM program implementation the mobilization team will continue to support the RAM efforts through quality assurance reviews, identifying program efficiency, and general project support.

JEEP MOBILIZATION TEAM. Jorgensen's mobilization team include proven managers with direct operational experience in road ranger programs, road patrol systems and roadway maintenance activities. The JEEP team ensures project ramp-up is consistent, sustainable, safe, and reliable for a long-term operation.



2. MOBILIZATION PLAN

Upon award the Mobilization Team will implement our second ramp-up approach, development of the mobilization plan, and begin implementation for a January 1st, 2017 start date as indicated by GDOT. The mobilization plan is the “ramp-up cook book” identifying the key work tasks, schedules, and the responsible person to facilitate mobilization. Inclusive of the plan are five key components.

- » **PROGRAM PLANS/MANUAL.** The technical references that outline and detail the approach for a comprehensive RAM project operations
- » **OUTREACH PROGRAM.** The methodologies and strategies for developing and continuation of relationships and inter-agency communication practices that will facilitate efficient responses to events on the 16 routes
- » **SAFETY AND TRAINING PROGRAM.** Facilitation and deployment of a training program that encompasses seven categories; onboarding, environmental health & safety, operations & maintenance, information

technology, administration, management & supervision, leadership for to for the development of technically capable and knowledgeable RAM Team.

- » **PROJECT ADMINISTRATION.** Program administrative activities to implement a successful RAM Program; including staffing and hiring programs, resource procurement, IT system development and integration,
- » **SCHEDULE.** Detailed beginning and duration of all mobilization tasks and associated deliverable

2.A PROGRAM PLANS/MANUAL

The program plans and manuals are the written technical approach's to achieve the required scope and client expectations of the project. This project encompasses a vast list of responsibilities, the plans and manuals are the written technical approach for the performance of this scope of work that will meet or exceed the required level of service. The technical approach to Roadway Assistance and the Maintenance program functions are two unique services. Therefore each will have it's own technical

approach that will include three main sections: performing the work, work schedules, and verifying quality and compliance. These sections will include details, guidelines, standard operating procedures etc. to perform the work on time and within compliance.

2.B OUTREACH PROGRAM

Since the RAM program will be a new service provided for Georgia motorists, significant efforts will be spent introducing the RAM. There are two focuses of outreach; (1) responders that will be supporting the events that will occur on the system and (2) introduction of customers to the new services.

The goal of the outreach program is to develop relationships with effective communication and strong coordination efforts among the various stakeholders, but more specifically responders both law enforcement and emergency responders. If individually we perform our required responsibilities at events that may occur on these networks, then the event mitigation will move efficiently. This will eliminate the confusion, duplication of efforts, and facilitate coordination efforts. To get to this stage and foster efficient response times from all responding parties, requires an understanding and delineation of roles and responsibilities to ensure an integrated and smooth operation. The following are the agencies and their anticipated role in an event:

- » **LAW ENFORCEMENT (HIGHWAY PATROL, COUNTY SHERIFF & POLICE OFFICES).**
Providing blue lights to warn motorists, incident scene investigation, securing and releasing the scene.
- » **EMERGENCY RESPONDERS (COUNTY FIRE AND RESCUE AND OTHER RESPONDERS).**
Mitigate impacts from the incident; fires, injuries etc.
- » **JORGENSEN OPERATORS.** Provide MOT and manage traffic control, procure resources to remove the debris field, report incident status to Dispatcher, on scene communication with responders, communication with on scene stakeholders and Jorgensen Management team
- » **JORGENSEN DISPATCHER.** Coordination of resources to the site, continuous communication

between all responders for the most current incident status, documentation of incident chronology, facilitate motorist notification, facilitate other stakeholder notification (i.e. impacts to local roads, closures etc.)

- » **GDOT TMC.** Communicate with responders to provide visual updates if cameras are available and facilitate notification and advanced warning to motorists.
- » **LOCAL MUNICIPALITIES.** Help facilitate notification to motorists for impacts to local roads.
- » **GDOT DISTRICTS/AREA OFFICES.** On scene support/command based on the severity of the incident and/or structural damage to assets.

Jorgensen's main responsibility at an accident site is to manage and facilitate closures as the incident dictates or at the request of Highway Patrol or law enforcement and procuring resources and equipment expeditiously in preparation to clear the debris field, remove the vehicles, and making the lanes safe and accessible to resume regular traffic. By us managing this role it allows emergencies responders to focus their efforts on securing the scene and aiding any injured parties. To achieve these goals we will work through the following action items during the ramp up period.

RAMP APPROACH AND OUTREACH	CONTINUING OUTREACH
Identify and GPS map responders; including GDOT offices, law enforcement, emergency by each of the 16 routes and districts	Monthly meeting with law enforcement, emergency responders
Develop emergency response standard operating procedures (SOP's) for RAM position types	Joint debrief meetings post sever incidents for lessons learned and event response modifications
Develop traffic control plans for typical incident responses	Monthly mock response training with JCS responders. Training will be offered to all stakeholders and incident response parties as well

RAMP APPROACH AND OUTREACH	CONTINUING OUTREACH
Schedule introductory meetings with emergency agencies to facilitate response protocols, discuss response expectations, facilitate lines of communication, and provide contact information	Invite responders to Jorgensen's offices/shops to demonstrate our equipment uses
Provide patrol routes, contact information, Jorgensen office locations to all responders and project stakeholders and issue	Update responders of lane configuration changes that would impact response times
Review and revise protocols with emergency responder agencies	Lunch/Holiday party invites will be provided to all emergency responders
Develop cyclical meeting schedules with respond agencies to continue to relationship and effective emergency response practices	Tour of TMC for emergency responders to understand TMC operations
	Attending emergency responders functions at their invitation including career days, luncheons, charity events etc.

As part of our outreach approach to the roadway customers we will have on staff a Communication/Business Analyst who focuses on both internal and external communications. This position will work with GDOT's Public/Media Center and play an integral role in advertising the program and providing awareness to the motoring public. As part of this effort and in coordination with GDOT Public/Media Center we will provide the following:

PROJECT KICK OFF MEETING. This meeting will occur prior to project start with the goal to invite all local and county stakeholders, provide an introduction of our team, general program background information, contact information, and answer any questions or concerns

PROJECT OVERVIEW. White paper/Presentation of the program, program services and goals. This will be distributed at the kick-off meeting, posted on our website, and emailed upon request

WEBSITE NOTIFICATION. Our website will

include a link to the RAM project that will include a overview of the program and additional contact information if more details are wanted

CUSTOMER COMMENT CARDS. Each motorist added by an operator will be handed a customer comment card to provide feedback and input to the services. Each card will have the website information on it and operators will makes sure to highlight this

2.C SAFETY AND TRAINING PROGRAM

Training must occur during the ramp-up/ mobilization period. Initially this effort will be led by, Jack Johnston our Training Director and Steve Willie our proposed Training Manager for this contract. Jack has over 20 years of experience as a trainer both in the public and private sector, serving the majority of that time in United States Army. Jack's goal is to facilitate the initial training program to ensure that the most effective program is in place and delivered to the project team. Inclusive of Jorgensen's training program are our seven training categories:

ONBOARDING TRAINING. New employee hire orientation to Company policies and procedures, and introductory employee's safety training.

ENVIRONMENTAL HEALTH & SAFETY (EH&S) TRAINING. Safety focused training modules designed to educated and train employees in correct safety practices to utilized in the performance of their work responsibilities.

OPERATIONS & MAINTENANCE TRAINING. Work type specific training modules designed to educated the employees in correct processes and procedures in the performance of their work responsibilities.

INFORMATION TECHNOLOGY TRAINING. Training modules for the specific technology applications both universal and proprietary in nature, that we utilize for the delivery of operations and maintenance work.

ADMINISTRATION TRAINING. Jorgensen recognizes the critical role that our project administrators play in successful operations and client satisfaction. As such, we have developed specific training for our administrators and office managers which includes a period of mentorship

and support to ensure that they are equipped with the tools needed to be successful in all aspects of their jobs.

MANAGEMENT & SUPERVISOR TRAINING.

Training modules focused on providing techniques and methodologies our Manager and Supervisors can utilize for organization and leadership, to effectively manage their subordinates.

LEADERSHIP TRAINING. Training modules provided to our key Managers in our organization to acquire the skills and abilities to communicate effectively with our clients as well as our employees.

We have over 100 specific courses within these seven key training categories and our most effective training delivery has been through a combination of classroom training supplemented with on the job training. Classroom training is designed to communicate the fundamentals information applicable to the specific training topic. On the job training is practicing the application of these fundamentals in a real life scenarios under the guidance of trained individuals.

One of the most extensive training efforts for this RAM project will be focused on the Operators. The Operators are not only tasked with patrolling the networks to assist motorists but they will also monitoring the system for maintenance needs. During the mobilization period Operators will be put through a rigorous training program. Part of this training will include a shadowing program. Our shadowing program is a part of the training where Operators will be partnered with active patrols on our projects I595 in Florida and I495 in Alexandria VA, where we currently provide similar services to the RAM program. In addition to the courses that will be provide by Jorgensen operators will also attend the semi-annual joint TMC Operator/Road Ranger training conducted by the Department. Our detailed training program including courses for each training category, position types and associated schedule is detailed in our Ramp Up Approach.

2.D PROJECT ADMINISTRATION

Project Administration are the ancillary project tasks, within the mobilization plan, that facilitate project ramp-up and allow for the seamless project

start up. The following are the key task within project administration.

- » **CONTRACT REVIEW.** Consolidation of contact parameters and compliance requirements, and project budget
- » **RESOURCE PROCUREMENT.** Project Office location and setup, spare material procurement, safety equipment procurement, subcontractor/ vendor procurement and setup.
- » **ASSETS PROCUREMENT AND MANAGEMENT.** Fleet and equipment procurement program to maintain equipment for premium performance our detailed equipment plan is located in the [Procuring Fleet and Ongoing Maintenance section](#).
- » **HR.** Hiring process and staffing procurement for the Operators and Dispatchers on this contract are detailed in the [Project Staffing Plan](#).
- » **IT AND SOFTWARE.** Communication plans (i.e.- fax, email, cell phone, cable etc.) This includes the procurement and integration of SoutherLINC and training for GDOT systems NaviGator and WebEOC.
- » **ASSET MANAGEMENT SYSTEM SET.** Set up of the maintenance management system used to manage, schedule, monitor and report on O&M activities. Using an existing template we modify implementation of our detailed mobilization plan.
- » **QUALITY.** Refinement of quality program to ensure compliance with the contract scope and level of service expectations

3. DETAILED MOBILIZATION (DRAFT) SCHEDULE

The table on the next page is the draft schedule of the key deliverables within each mobilization plan category. Upon award, this table will be revised and updated with additional tasks by the mobilization team to ensure RAM scope coverage, efficient ramp up strategies, and seamless project start.

MOBILIZATION CATEGORY	DELIVERABLE DESCRIPTION	POSITION	6 MONTHS PRIOR				5 MONTHS PRIOR				4 MONTHS PRIOR					3 MONTHS PRIOR				2 MONTHS PRIOR					1 MONTH PRIOR				BEGIN O&M			
			JUL 16				AUG 16				SEP 16					OCT 16				NOV 16					DEC 16				JAN 17			
			WEEK 1	WEEK 2	WEEK 3	WEEK 4	WEEK 5	WEEK 6	WEEK 7	WEEK 8	WEEK 9	WEEK 10	WEEK 11	WEEK 12	WEEK 13	WEEK 14	WEEK 15	WEEK 16	WEEK 17	WEEK 18	WEEK 19	WEEK 20	WEEK 21	WEEK 22	WEEK 23	WEEK 24	WEEK 25	WEEK 26	ONGOING OPERATIONS			
IMPLEMENTATION PLANS	Comprehensive Commencement Schedule	Program Manager	➔	➔	◆																											
	Risk Management Plan and Risk Register	Program Manager	➔	➔	◆																											
	RAM Operator SOP	Program Manager		➔	➔	◆																										
	RAM Dispatcher SOP	Program Manager		➔	➔	◆																										
	Equipment Operations and Management Plan	Contract Manager		➔	➔	◆																										
	OSHA Compliant Safety Program	Training Manager				➔	➔	➔	➔	◆																						
	Communication Plan and Protocol	Program Manager				➔	➔	➔	➔	◆																						
	Emergency Response Plan	Contract Manager						➔	➔	◆																						
	Monthly Report Template Submittal	Office Manager						➔	➔	◆																						
OUTREACH PROGRAM	GDOT District	Program Manager		➔	➔	➔	◆																									
	GDOT Area Offices	Program Manager				➔	➔	➔	◆																							
	GDOT TMC	Program Manager						➔	➔	➔	◆														➔	➔	➔	◆				
	GSP Post Locations	Program Manager							➔	➔	➔	➔	◆												➔	➔	➔	➔	➔	➔	◆	
	Emergency Management Offices	Program Manager										➔	➔	➔	◆												➔	◆				
	County Sherrif Offices	Program Manager														➔	➔	➔	◆						➔	➔	➔	➔	➔	➔	◆	
	Municipalities	Program Manager														➔	➔	➔	◆						➔	➔	➔	➔	➔	➔	◆	
	County Fire Rescue Offices	Program Manager														➔	➔	➔	◆						➔	➔	➔	➔	➔	➔	◆	
	Other TIM Responders	Program Manager																	➔	➔	➔	➔	➔	◆								
	Other Agencies																		➔	➔	➔	➔	➔	◆								
STAFFING AND HIRING PROGRAM	Vet and Hire Project Superintendent	HR Manager							➔	➔	➔	➔	◆																			
	Vet and Hire Shift Supervisors	HR Manager									➔	➔	➔	➔	◆																	
	Vet and Hire Operators	HR Manager									➔	➔	➔	➔	◆																	
	Vet and Hire Dispatchers	HR Manager									➔	➔	➔	➔	◆																	
FLEET PROGRAM	truck procurement	Contract Manager	➔	➔	➔	➔	➔	➔	➔	◆																						
	fueling plan	Contract Manager				➔	➔	➔	◆																							
	maintenance plan	Contract Manager				➔	➔	➔	◆																							
	truck auxillaries	Contract Manager							➔	➔	➔	➔	➔	➔	➔	➔	➔	◆														
	vendor agreements	Contract Manager	➔	➔	➔	➔	➔	➔	➔	◆																						
TRAINING PROGRAM	Training (Managers/Supervisors)	Training Manager	➔	➔	➔	➔	➔	➔	➔	➔	➔	➔	➔	➔	➔	➔	➔	◆														
	Training (Dispatchers)	Training Manager							➔	➔	➔	➔	➔	➔	➔	➔	➔	➔	➔	➔	➔	➔	➔	➔	➔	➔	➔	➔	➔	➔	◆	
	Training (Operators)	Training Manager							➔	➔	➔	➔	➔	➔	➔	➔	➔	➔	➔	➔	➔	➔	➔	➔	➔	➔	➔	➔	➔	➔	◆	
	Training (All)	Training Manager																														
PROJECT ADMINISTRATION	Technician Requirements: Uniforms, Safety PPE, phones, shift assignments, new hire orientation, etc.	Office Manager									➔	➔	➔	➔	➔	➔	➔	➔	➔	➔	➔	➔	➔	➔	➔	➔	➔	➔	➔	➔		
	Vendor Agreements	Office Manager	➔	➔	➔	➔	➔	➔	➔	➔	➔	➔	◆																			
	JAMMS Set-up and Installation	Office Manager					➔	➔	➔	➔	➔	➔	◆																			
	Equipment Acquisition	Office Manager	➔	➔	➔	➔	➔	➔	➔	➔	➔	➔	◆																			
	Office Administrative Network and Supplies	Office Manager	➔	➔	➔	➔	➔	➔	➔	◆																						
	Subcontract Agreements (Facility)	Office Manager	➔	➔	➔	➔	➔	◆																								